

**Required Elements for Submission of Local Plans
(2020-2023) by Local Workforce Development Boards
under the Workforce Innovation and
Opportunity Act (WIOA)**

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Required Elements for Submission of Local Plans (2020-2023) by Local Workforce Development Boards under the Workforce Innovation and Opportunity Act (WIOA)

Background

The Workforce Innovation and Opportunity Act (WIOA) is the federal law that governs the ARIZONA@WORK system, and it is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources and optimum results. The law addresses the needs of customers through establishing a comprehensive system that provides access to employment, education, training and support services.

Local Plan Requirements

Section 108 of WIOA and 20 CFR 679.500-560 requires that each Local Workforce Development Board (LWDB) develop and submit to the State, in partnership with the Chief Elected Official(s), a comprehensive four-year plan on the current and projected needs of the local area's ARIZONA@WORK system. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan.

The Local Plan is a four-year action plan to develop, align, and integrate service delivery strategies and resources across the ARIZONA@WORK system in a Local Workforce Development Area (LWDA). The Local Plan must support achievement of Arizona's vision, goals, and strategies as outlined in the State Plan and is implemented as a business-led, results-oriented, and integrated system. This is described at WIOA Section 108(a), and the contents of the Local Plan are described at WIOA Section 108(b) and [20 CFR 679.560](#).

To ensure an efficient review of the local plans by the Arizona state agencies, this guidance is being provided to clarify potential areas for confusion. Further, this guidance will provide clarification on the submission process and options for ensuring local plans are reviewed and approved as efficiently as possible.

Process for the Development and Submission of Local Plans

Under WIOA, Local plans must align with the State's vision described in the Arizona Unified State Workforce Plan. It is anticipated that Arizona will submit its State Plan for 2020-2023 to the US Department of Labor and US Department of Education on **April 1, 2020**. LWDBs are required to submit local plans for program years 2020-2023 with the required elements contained in this document to ensure conformity with the State Plan.

The following is the timeline for the State and Local Plan alignment:

Important Dates Regarding Local Planning	
February 19, 2020	State provides draft Local Plan guidance and timelines to LWDBs for public comment
March 20, 2020	State provides guidance and timeline to LWDBs for Local Plans
April 1, 2020	2020-2023 State Plan submitted to USDOE and USDOL
May - June 2020	Anticipated approval of State Plan by USDOE and USDOL
July 1, 2020 - July 15, 2020	Local Plan submissions accepted by DES for review
October 1	Final Plans ready for PEC review

** Plans will be reviewed in the order received by ADE and DES. ADE and DES aim to provide responses to the LWDBs within 60 days. To ensure a timely response, it is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.*

Plans should be submitted **electronically** in Word (.doc) to TitlePolicy@azdes.gov. The submission must include the name, title, email address, mailing address, and phone number of the person to contact with questions regarding the plan.

State and Local Plan Guiding Principles

Guided by Governor Ducey’s vision and four customer centric goals, ARIZONA@WORK partners developed ten strategies for the state workforce plan. During their development two main themes became clear- ARIZONA@WORK partners have a strong desire for better collaboration and communication and a strong desire to improve best practices for our core responsibilities. This can be observed in the list below.

Arizona’s Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Four Goals:

1. Promote a Strong Economy: Build Arizona’s capacity to attract, retain and grow thriving businesses;
2. Serve Business Needs: Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs;
3. Prepare Job Seekers; defend against poverty: Prepare and match job seekers to a job creator for a successful career that provides amply;

4. Protect taxpayers by Providing Efficient, Accountable, Government Services: Accelerate measurable impact and performance for less cost.

Ten Strategies¹:

1. Promote industry sector partnerships/projects;
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system;
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level;
4. Ensure training provided to job seekers and workers has a focus on transferable skills;
5. Create a comprehensive business engagement plan to support consistency and availability of services;
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation;
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers;
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations;
9. Create a consistent system for continuous improvement; and
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

Each goal will have mission outcomes and lead measures that will be tracked statewide for the ARIZONA@WORK system to gauge progress and to better understand our system's success in working towards this shared vision and four shared goals. These goals and strategies should help all ARIZONA@WORK partners consider how services are delivered, whether the services are reaching in need populations, and where ARIZONA@WORK needs to improve to help address gaps in the system.

As primary contributors to the development of these strategies, ARIZONA@WORK Local Workforce Development Boards (LWDBs) will be expected to communicate how they will support Arizona's growth with these strategies. Instructions are provided further in the guidance.

Local Plan Contents

The following should be included in the local plan. It is recommended that plans are submitted using the structure, headings, and numbering sequence provided in this document. If an LWDB chooses not to use the provided format, it is requested that the LWDB submit clarification on where they answered the prompts in the local plan including page numbers.

Section 1 – Infrastructure

- A. Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):
 1. Name of the county(ies), city, and/or tribes included in the LWDA;
 2. Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO)

¹ Clarification on the relationship between the goals and strategies can be found in the State plan and are summarized in appendix III.

3. The names of the entities (e.g., county/city/tribe/non-profit/for profit) that provide the following WIOA functions:
 - i. Local fiscal agent (See 20 CFR 679.420 for functions);
 - ii. LWDB Director and other LWDB staff (20 CFR 679.400 for roles);
 - iii. Provider(s) selected by the LWDB for the (i) Adult Program; (ii) Dislocated Worker Program; and (iii) Youth Program (list the entities that provide design framework services and each of the fourteen elements); and (iv) identify the one-stop operator; - 20 CFR 682.420;
 - iv. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));
 - v. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)): (i) fiscal, (ii) equal opportunity; and (iii) programmatic (Title I-B, including eligible training providers);
 - vi. (*optional but encouraged*) Overall operations (Administration, fiscal operations, board membership)
 - vii. (*optional but encouraged*) The ARIZONA@WORK partner programs that are included in the ARIZONA@WORK system in the LWDA (e.g., core, required, and other partners). See Appendix IV for a list of partners this may include.

B. The Governor has designated regions based on the LWDA designation.

Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA's (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540)

Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.

Section 2 –Strategic Planning Elements

Part a- Economic, Workforce, and Workforce Development Activities Analyses

A. Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the:

1. Economic conditions, including existing and emerging in-demand industry sectors and occupations;
 - i. In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix V. Please use the layout provided.
 - ii. Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.). For user convenience, the Arizona Office of Economic Opportunity's Labor Market Information (LMI) Team has provided custom analysis for each local workforce area. For more information, please see Appendix V.
2. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. There are a variety of methods to determine employment needs (e.g., employer surveys, up to date Labor Market Information (LMI), etc.). Publicly available LMI is provided by [Arizona's Office of Economic Opportunity](#), [Maricopa Association of Governments](#), and [US Bureau of Labor Statistics](#).

NOTE: In providing an analysis in this subsection, LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission. LWDBs are encouraged to use the economic conditions reports provided by the OEO and additional data tools available at laborstats.az.gov/special-reports.

B. Workforce Analysis (20 CFR 679.560(a)(2)-(3)): Include a current analysis of:

1. The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations; and
2. Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

C. Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)):

Include a current analysis of:

1. Workforce development activities, including education and training activities in the region; and
2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:
 - i. individuals with barriers to employment, and
 - ii. the employment needs of businesses.

D. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(a)(5)):

Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

E. Workforce Development Capacity (20 CFR 679.560(a)(6)):

Taking account the analyses in Sections A. – D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above. Core partners include Titles I-IV. Required One-Sop Partners can be found in Appendix IV.

Part b - Strategic Vision, Goals, and Strategies

F. Statewide Strategy Assurances

Include the following assurance in the local plan.

The [*name of LWDB*] will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the [*name of LWDB*] and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

G. Statewide Strategy Support

Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.

Section 3 –ARIZONA@WORK System Coordination

A. Describe how the LWDB will work with the entities carrying out the core programs (Titles I through IV), = (20 CFR 679.560(b)(2)) to:

1. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

2. Facilitate the development of career pathways;
 3. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and
 4. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
- B. Describe the LWDB's strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:
1. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;
 2. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA;
 3. Better coordinate workforce development programs and economic development;
 4. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs; and
 5. Implement the following initiatives to support the strategies described above (*if a LWDB does not currently provide one of the items below, please do not include*):
 - incumbent worker training programs;
 - customized training programs;
 - industry and sector strategies;
 - utilization of effective business intermediaries;
 - on-the-job training programs;
 - registered apprenticeships;
 - work experience programs; and
 - other business services and strategies designed to meet the needs of regional employers.
- C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in a policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).
- D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR 679.560(b)(4)).
- E. Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.
- F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance,

use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

1. To expedite the review process please provide links to the electronic version.

- G. A description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).
- H. Provide the LWDB's definition for the following terms for the WIOA Title I-B Dislocated Worker Program definition of Dislocated Worker in WIOA 3(15):
1. General Announcement;
 2. Unlikely to return to previous occupation or industry; and
 3. Unemployed as a result of general economic conditions in the LWDA, or as result of a natural disaster.
- I. A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).
- J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:
1. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560(b)(8)).
 2. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).
- K. A description of how training services will be provided
1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.
 2. Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320);
 3. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided. (20 CFR 679.560(b)(18)).
- L. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services.
- M. A description of how the LWDB determines if an youth or adult "is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society" as included in the definition of "basic skills deficient" in WIOA 3(5).

- N. Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).
- O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services (20 CFR 680.650).
- P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:
1. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGGL 19-16, section 11).
 2. When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define "underemployed", the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.
- Q. Provide the LWDB's definition and eligibility documentation for "requires additional assistance to enter or complete an education program, or to secure and hold employment" for:
1. Out-of-school youth (20 CFR 681.300); and
 2. In-school youth (20 CFR 681.310).
- R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).
- S. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services. (20 CFR 679.560(b)(9)).
1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.
 2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12))
- T. A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.

Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches.

Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

- U. A description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.

Section 4 – ARIZONA@WORK Job Center Delivery Description

This Section should include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

- A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes;
- B. How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers;
- C. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA Sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and
 1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.
 2. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.
 3. Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered through the center.
- D. The roles and resource contributions of the one-stop partners as detailed in the MOU/IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.
- E. Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) and 20 CFR 680.600.

- F. Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

Section 5 – Performance and Continuous Improvement

- A. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).
- B. Provide proposed local levels of performance for Title I-B for Program Years 2020-2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance. (After negotiation with DES, update the local plan to provide the levels of performance negotiated with DES consistent with WIOA Sec. 116(c).) The negotiated levels of performance are to be used by the LWDB for measuring performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I-B, and the ARIZONA@WORK system (20 CFR 679.560(b)(16)).
- C. Performance Goals: Using the table and instructions provided in Appendix 1, include the local area's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.

Section 6 – Public Comment - 20 CFR 679.370, 679.560(19) and 670.560(21)(e)

- A. Describe the process used by the LWDB to provide no more than a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).
- B. Include any comments received that expressed disagreement with the local plan. (20 CFR 670.560(21)(e))

Appendix I. Performance Measures

For Program Years (PY) 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Include the expected performance outcomes during the initial plan submission as formatted in the tables below.

	Title I-B – Adult Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

	Title I-B – Dislocated Worker Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

	Title I-B – Youth Program			
	Program Year: 2020		Program Year: 2021	
	Expected Level	Negotiated Level	Expected Level	Negotiated Level
Employment (Second Quarter after Exit)				
Employment (Fourth Quarter after Exit)				
Median Earnings (Second Quarter after Exit)				
Credential Attainment Rate				
Measurable Skill Gains				

Appendix II. In-Demand Industries and Occupations

Provide the industries and occupations identified as 'In-Demand' in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.

NAICS Code(s)	Industry Title
23	Construction*
* This is an example, not a required industry for local areas.	
NOTE: If creating custom industry, list all NAICS codes that make up industry.	

SOC Code*	Occupation Title	NAICS Code*	Industry Title
29-1141	Registered Nurses**	62	Health care and social assistance
* If unsure of SOC Code, list can be found here: https://www.bls.gov/soc/2018/major_groups.htm			
** This is an example, not a required occupation for local areas.			
*In-Demand Occupations can potentially have multiple related NAICS Industries. If so, list all the related In-Demand Industry titles from the table above.			

Appendix III. Statewide Vision, Goals, & Strategies in the Arizona Workforce Plan

The Governor's vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. For ARIZONA@WORK that means ensuring that all Arizonans eligible to work, regardless of their circumstances, background, social status or zip code, have access to the best economic and educational opportunities as possible. ARIZONA@WORK's effort to support the vision is described in its four goals and strategies developed by ARIZONA@WORK stakeholders to implement over the next four years in the State Plan.

Arizona's Vision: Building a pro-growth economy that provides opportunity for all and creates prosperous communities.

Goal 1: Promote a Strong Arizona Economy - *Build Arizona's capacity to attract, retain and grow thriving businesses*

Strategy 1: Promote industry sector partnerships/projects

Strategy 2: Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system

Strategy 3: Increase and improve coordination between workforce, education, and economic development efforts at the state and local level

Goal 2: Serve Business Needs - *Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers)*

Strategy 4: Ensure training provided to job seekers and workers has a focus on transferable skills

Strategy 5: Create a comprehensive business engagement plan to support consistency and availability of services

Goal 3: Prepare Job Seekers; Defend Against Poverty - *Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)*

Strategy 6: Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers

Strategy 8: Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including specific populations identified in the Economic, Workforce, and Workforce Development Activities Analysis section of Arizona's Unified Workforce Development Plan for Program Years 2020-2023.

Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - *Accelerate measurable impact and performance for less cost*

Strategy 9: Create a consistent system for continuous improvement

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers²

Strategy 10: Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

² Strategy 7 is used to address weaknesses identified in accomplishing both Goal 3 and Goal 4. Because of this, it is listed twice.

Appendix IV. Required One-Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners:

Department of Labor (DOL)

- A. WIOA Title I programs:
 - a. Adult, Dislocated Worker, and Youth formula programs;
 - b. Job Corps;
 - c. YouthBuild;
 - d. Native American programs;
 - e. National Farmworker Jobs Program (NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under Chapter 2 of Title II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under Chapter 41 of Title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under Sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA Sec. 169;

Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II;
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV;

Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

Department of Health and Human Services (HHS)

- A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- B. Temporary Assistance for Needy Families (TANF) program, authorized under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Additional Partners.

Pursuant to WIOA Sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under Sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under Sec. 112 of the Rehabilitation Act of 1973, as amended by Title IV of WIOA;
- E. National and Community Service Act programs; and

F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA Sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

Appendix V. Additional Resources

Upcoming Webinars

Additional information, including webinar links, will be provided separately.

In-Demand Industry and Occupation Training

February 26th, 2020 2:00pm-3:00pm

March 3rd, 2020 10:00am-11:00am

Regulation and Policy Links

Federal Regulations

<https://www.law.cornell.edu/cfr/text/20/part-679/subpart-D>

Workforce Arizona Council Local Plan Modification Policy

<https://arizonaatwork.com/sites/default/files/media/SWP%20%231%20WIOA%20Local%20Governance%20Policy%2006%2005%2019.doc.pdf>

Workforce Arizona Council Conflict of Interest Policy

<https://arizonaatwork.com/sites/default/files/media/Conflict%20of%20Interest%20Policy%20Adopted%20022819.pdf>

Research Tools

Office of Economic Opportunity's

- Local Area Economic Profiles
- In-Demand Industries and Occupation Tableau Tools
- In-Demand Industries and Occupation Reports
- Analysis Best Practices_

<https://laborstats.az.gov/special-reports>

Other Resources

<https://www.workforcegps.org/>